Higher Education Administration & Leadership Program
*An Innovative Model*

Melissa L. Freeman, Ph.D., Andrew Garcia, & Eric Carpio

CESDA Conference
Avon, CO
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HEAL Program

- HSI Leadership Needs
  - Leadership crisis
  - Serious mismatch between the growing Latino/a student population and the professionals who serve them.
## HEAL Program

| Enrolled in elementary/secondary school | 19.8% |
| Enrolled in community college           | 16.1% |
| Enrolled in a four-year college/university | 12.4% |
| Enrolled in a graduate program          | 8.0%  |
| Employed as administrators in college/university | 4.6% |
| Employed as faculty in college/university  | 3.7%  |
| Employed as college/university president | 4.6%  |
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• “The Mismatch”

“To increase diversity in higher education administration, institutions must begin by recruiting increased numbers of minorities to work within colleges and universities in defined career paths across institutional divisions. It is through increasing diversity in the leadership pipeline and through professional development that diversity will become more reflective on all levels of administration; ultimately becoming even more reflective within senior administration and the presidency” (Betts, Urias, Chavez, & Betts, 2009, p. 5)
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- In 2006-07, Colorado awarded 11,672 masters degrees
  - 597 (5.1%) were awarded to Hispanics
- In 2007-08, ASC awarded 225 masters degrees
  - 52 (23%) were awarded to Hispanics
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• **WHY? Internal analysis revealed:**
  - Leave college with significant debt, lower earning prospects and family responsibilities
  - Demands immediate workforce entry, pushing graduate school to later in their careers
  - Paths to leadership require an advanced degrees
  - Programs designed that are high quality, accessible, affordable, and designed for working professionals are scant at best
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- As Sanchez, Thorton & Usinger (2008) explain

“Many potential candidates for leadership positions in our schools lack the resources to attend graduate school. Typically, candidates have student loans, family obligations and consumer debts. Given...it is very difficult to meet the financial obligations associated with graduate school” (p. 6).
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- Very little attention has been devoted to addressing this problem
  - One day institute offered by HACU
  - No degree or certificate program designed specifically for the needs of Latino/a professionals or leaders at HSIs
  - Of all HSIs, only 2 offer masters degrees in higher education—neither are available online
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Adams State College has taken the lead in “Preparing the Next Generation of Leaders at the Nation’s HSIs”

- **Master of Arts**
  - Two-year, online program

- **Post Graduate Executive Leadership Institute**
  - One-year, online program
HEAL Program

How the Stars Aligned

- About Adams State College
- Project Directors’ Backgrounds
  - Dr. Melissa L. Freeman
  - Dr. Michael Mumper
- A Conversation
- A Plan
- A Budget Collapse
- A New Opportunity
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How the Stars Aligned
• A New Opportunity
  - July/August 2009
  - RFP US Department of Education FIPSE program
  - Special Focus Competition
    - Graduate education
    - Institutions that serve large numbers of Hispanics (not necessarily HSIs)
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How the Stars Aligned

- A meeting with the Provost
- A proposal and its innovative focus
  - Preparing the Next Generation of Leaders for Hispanic Serving Institutions
- An award
  - October 2009
  - Innovativeness
  - NEED!
    - Simply put... “Access”
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How the Stars Aligned

- Development & Approval
  - Curriculum Committee—December 2009
    - Dr. Mario Martinez, Professor, University of Nevada Las Vegas
    - Dr. Eduardo Arellano, Associate Professor, University of Texas El Paso
    - Dr. Valerie Martin Conley, Associate Professor, Ohio University
    - Ms. Laura Solano, Vice President, Pueblo Community College
    - Mr. David Trujillo, Interim President, Northern New Mexico College
  - Approval process
MA Curriculum
- Historical/Cont Issues
- Administrative/Academic Collaboration
- Leadership in MSI
- Budgeting & Finance
- Leading for Student Success in MSI
- Policy/politics in HE
- Data analysis in HE
- Law
- IR, Planning & Assessment
- Practicum
- Entrepreneurship in HE
- Practicum

ELI Curriculum
- Historical/Cont Issues
- Administrative/Academic Collaboration
- Leadership in MSI
- Budgeting & Finance
- Leading for Student Success in MSI
- Policy/politics in HE
HEAL Program

How We Manage It

- Governance
  - Internal advisory committee
    - Ms. Lillian Gomez, Title V Director
    - Ms. Oneida Maestas, Instructor, Developmental Education
    - Mr. Ken Marquez, VP for Student Affairs
    - Mr. Masood Ahmad, Director, Student Engagement/Success
    - Mr. Armando Valdez, Assistant Professor
  - Program faculty
    - Dr. Melissa L. Freeman, Assistant Professor & Director
    - Dr. Ed Lyell, Professor
    - Mr. Armando Valdez, Assistant Professor
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How We Manage It

• Evaluation
  □ Conifer Group—Sally & Tim Griffin
    ✷ A true partnership
    ✷ Ensuring we are meeting the goals and objectives of the grant
    ✷ Ensuring we are meeting the program objectives and course learning outcomes
HEAL Program

Our Students

• Recruitment
  ○ A whole lot of traveling!

• First cohort September 2010
  ○ Orientation Residency
  ○ Students/schools/states represented
  ○ Upcoming Leadership Summit (Residency 2)

• Second cohort September 2011
  ○ Admitted
  ○ Working on materials
  ○ Limited space available
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Our Students

- Let’s hear from a few of those students

- Andrew Garcia, Pre-enrollment Specialist, Arapahoe Community College
- Eric Carpio, Assistant Vice President, Adams State College
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Our Students

- Andrew Garcia
  - Pre-enrollment Specialist, Arapahoe Community College
  - Reasons for enrolling in HEAL
  - Early impressions of coursework, workload, program structure
  - The balance of being a graduate student and a higher education professional
  - Future leadership plans
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Our Students

- Eric Carpio
  - Assistant VP for Enrollment Management, Adams State College
  - Reasons for enrolling in HEAL
  - Early impressions of coursework, workload, program structure
  - The balance of being a graduate student and a higher education professional
  - Future leadership plans
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Our Faculty

- The Beauty of Online and Faculty Selection
  - Dr. Eduardo Arellano, Assoc Professor, UTEP
  - Dr. Michael Chavez, Dean of Enrollment Management, Midland College, TX
  - Dr. Melissa L. Freeman, Asst Professor, ASC
  - Dr. Tom Gilmore, Professor/former President, ASC
  - Dr. Ed Lyell, Professor, ASC
  - Dr. Magdalena Martinez, Asst Vice Chancellor, NSHE, NV
  - Dr. Katrina Rodriguez, Asst Professor, UNC, CO
  - Mr. David Trujillo, Dean, UNNM, NM
  - Dr. Michael Williford, Assoc Provost, OU, OH
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Our Successes

- Of course, our students
- WICHE/WRGP
- Professional Conference Presentations
  - NCORE
  - HACU
  - ASHE
  - Title V Directors
  - CAPIR
  - CESDA
  - EPI
- Excelencia Nomination
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Benefits of the HEAL Program to HSI’s:
- Focused and relevant staff and faculty development
- “Grow-your-own” approach to institutional leadership development
- Curriculum designed for working professionals with practica focused on local campus projects
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Benefits of the HEAL Program to Students

- Affordable
- Flexible
- Practical
- Relevant
Benefits to Higher Education Broadly:

- A model that can be used to develop a more diverse staff and faculty.
- Can help to close the troubling gap between the rapidly growing number of Latino students entering higher education and the seemingly flat number of Latino’s moving into positions of leadership in higher education.
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Orientation 2010
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